

HUMAN RESOURCES PERFORMANCE AND ITS EFFECT ON DECISION MAKING IN GOVERNMENTAL INSTITUTIONS KINGDOM OF BAHRAIN

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ABSTRACT

The study aims at finding out the relation between the employees' performance effectiveness and the administrative decisions making, as hypotheses of the research have been mentioned and its goals have been specified. After distributing a questionnaire on the employees at the Ministry of the Municipalities Affairs at the Kingdom of Bahrain, and after analyzing it statistically, the study reached the fact that the employees' performance effectiveness is directly related to decision making, as training process, goals specification and experience are important factors provided by Human Resources to be used in decision making.

KEYWORDS: Human Resources, Performance, Effect on Decision, Making in Governmental

INTRODUCTION

Employees performance is considered one of the controlling and fundamental variables that affects the role played by Human Resources, as an organization depends mainly on the outcome of its employees performance which is considered the basis for achieving its different goals, especially that the administration nowadays is looking forward to achieving a double goal which is enhancing the employees performance and realizing their career satisfaction at the same time, for good performance is a means of social and economic development and career satisfaction is a motive for a person to exert more effort and achieve organizational creativity through his job (Albashabasha, Maher Abdelhamid, 2008, P.213). Employees performance is affected by various factors related to the effectiveness of this performance represented in organizational culture, administrative empowerment, clear career path, stress, satisfaction, organizational atmosphere prevailing in addition to the role played by the organization in adopting innovative orientations and its will to enhance and develop the employees performance in general and how the leads react towards such orientation.

Problem of Study

The problem of the research is the slow process of decision making in the Ministry of the Municipalities which reflects negatively on the services the ministry provides and on the performance of its employees.

Research Hypotheses

There is a relation with statistical significance between the employees' performance and the decision making at the Ministry of the Municipalities at the Kingdom of Bahrain

The Study Importance

The importance of the research results from the importance of the role played by the Human Resources in the processes of employees performance, hiring and polarization, as well as tasks distribution which is directly reflected on the process of the administrative decision making at the.

The Study Objective

The research aims at finding out the employees real performance and its effect on the administrative decision making.

Study Community and Sample

The researcher depended in the community study on the leading levels occupying leading positions in the Ministry of Municipalities Affairs and Urban Planning, and they are 134 leading positions in year 2013.

Employees Performance Concept and its Elements

In general, it can be said that the employee performance, as a concept, depends on different behavioral attitudes of individuals at work, as there are different opinions concerning this concept and its elements and various indicators that can be used to measure the effectiveness of this performance. On the other hand, employee performance content can include the work the individual is doing, his behavioral attitude in carrying out his job, his behavioral attitude towards his colleagues and managers, his achievements, the means of enhancement and development and the exerted

Employees Performance from the Perspective of Realizing Required Achievement and Work

Definition of Employees Performance from the Perspective of realizing required achievement and Work:

From this aspect, the employee's performance is defined as the job the individual is doing and the achievements he realizes according to the objective criteria related to quality, quantity, time interval, job description and the behavioral attitude of the individual towards his colleagues and managers. (Sharkie, Robert, 2009, P.413)

Thus it becomes quite apparent that according to this aspect the main axis of performance is work and the achievements resulting from it whether in quality or quantity. Moreover this performance is also affected by the individual's behavioral attitude towards his job and its procedures and tasks, and towards his colleagues and managers.

Employees Performance from the Aspect of Individual Activity

Employees' performance is defined as carrying out different activities and tasks related to an individual's job and thus serving the organization he is working at in a more effective way. Therefore employees have to focus on, and to be totally responsible about performing the activities related to their jobs (El Azzawi, Najm Abdullah, Gawad, Abbas Hussein, 2008, P.345). Thus it becomes apparent that this aspect defines the employees performance depending on the following aspects.

DECISION MAKING STAGES

First Stage: Problem Diagnosis

From the most important issues a manager has to realize when trying to learn about the main problem and its dimensions, is to identify the situation that caused the problem, and how important the problem is, and not to mingle between the symptoms of the problem and its causes, in addition to choosing the right time to solve it and make the effective right decision

Second Stage: Collecting Data and Information

Real understanding of the problem and suggesting suitable alternatives for solving it, requires collecting all the

data and information that has to do with the problem, as effective decision making depends on the manager's ability to collect as much accurate data and recent objective information from different sources, and accordingly specifying the best ways for solving the problem.

Third Stage: Determining Available Alternatives and Adjusting them

The organization status, its applied policies, the philosophy it sticks to, its financial abilities, the available time for the decision maker, the manager's orientations, the decision maker and his ability to think in a creative logical way which depends on the innovative thinking that is based mainly on vision, expectation and then ideas, and accordingly helping to categorize and arrange alternatives and to limit their number (www.hrdiscussion.com).

Fourth Stage: Choosing the Suitable Alternative to Solve the Problem

The process of comparing between different available alternatives in order to choose the most suitable one, takes place according to objective standards and considerations on which the manager depends in his choosing process. The most important of these standards is:

Meeting the specified goals, so the alternative that meets the goals and solves the problem, or contributes in solving it the most, is the most preferable alternative.

PREDICTION ANALYSIS

First: Results Related to the Response of the Study Sample Members to the Performance Effectiveness

To know the responses of members of the study sample regarding performance effectiveness, calculated averages and standard deviations are extracted to indicate how the employees at the Kingdom of Bahrain, members of the study sample, respond regarding texts related to that aspect, and their responses are arranged according to the coefficient of variation. Table 1 represents the results of the analysis.

Results of the analysis as per the above table indicate that the text number 4 came in the first place for having the coefficient of variation (13.9%) with a digital average (4.55) and standard deviation (0.63). In the second place came the text number 3 which states that "The ministry sets standards for performance evaluation that can be measured in order to indicate deviations" with a coefficient of variation (16.3%) and a Calculated average (4.72) and standard deviation (0.51). In the third place came text number 4 which states with a coefficient of variation (18.1%) and a calculated average (4.38) and standard deviation (0.79). In the fifth and last place came text number 1 with a coefficient of variation (16.3%) and a calculated average (4.27) and standard deviation (0.69).

Second: Results of the Responses of the Study Sample Members Regarding Decision Making

To know the responses of members of the study sample regarding decision making, calculated averages and standard deviations are extracted to indicate how the employees at the ministry at the Kingdom of Bahrain, members of the study sample, respond regarding texts related to that aspect, and their responses are arranged according to the coefficient of variation. Table 2 represents the results of the analysis.

Results of the analysis as per the above table indicate that the text number 2 which states that "Using technology (Software and Algorithm) in decision making process" came in the first place for having the lowest value of coefficient of variation (8.3%) with a digital average (4.85) and standard deviation (0.40). In the last place came text number 1 which

states “Evaluating the decision making process at the ministry and following up its execution” with a coefficient of variation (16.2%) and a calculated average (4.78) and standard deviation (0.73).

Third: There is no Relation with Statistical Significance between Performance Effectiveness and Decision Making at Kingdom of Bahrain”

To test the first thesis of the study Pearson Correlation Coefficient has been used to reveal the correlation between perf

The analysis results of the above table show that there is a relation with statistical significance between performance effectiveness and decision making at Kingdom of Bahrain, as the correlation coefficient value is (**0.642) and it is considered of a statistical significance at the level of ($\alpha \leq 0.01$). The results have also revealed that the performance effectiveness have explained a (0.295) disparity in decision making, as performance effectiveness helps quicken the process of decision making.

CONCLUSIONS

- Results of the analysis as per the above table indicate that the text number 4 came in the first place for having the coefficient of variation (13.9%) with a digital average (4.55) and standard deviation (0.63). In the second place came the text number 3 which states that “The ministry sets standards for performance evaluation that can be measured in order to indicate deviations” with a coefficient of variation (16.3%) and a Calculated average (4.72) and standard deviation (0.51). In the third place came text number 4 which states with a coefficient of variation (18.1%) and a calculated average (4.38) and standard deviation (0.79). In the fifth and last place came text number 1 with a coefficient of variation (16.3%) and a calculated average (4.27) and standard deviation (0.69)
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RECOMMENDATIONS

- It is necessary to hold training courses for the employees of the ministry inside and outside the ministry premises.
- It is necessary to use modern technology in data transfer and saving to quicken the process of decision making.
- The ministry has to work on attracting administrative competencies specialized in Management Information Systems, to correlate information with decision making at its premises.

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APPENDICES

Table 1: The Study Model

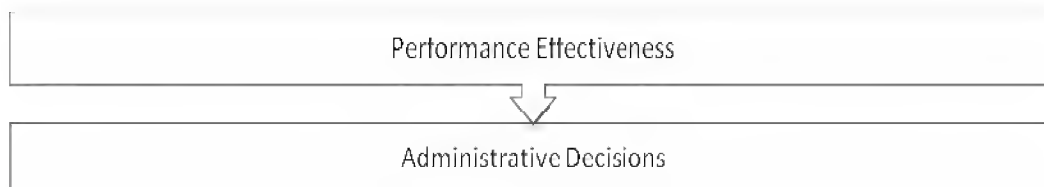


Table 2: Calculated Averages and Standard Deviations Indicating the Response of Members of the Research Sample Regarding the Texts Related to the Standard of Performance Effectiveness

Number	Text	Calculated Average	Standard Deviation	Coefficient of Variation	Ranking
1	The ministry sets basic specific standards for choosing and hiring that fit the goals.	4.27	0.69	16.3%	5
2	The ministry sets training policies to develop the employees and abilities and raise their efficiency.	4.75	0.52	10.9%	1
3	The ministry sets standards for performance evaluation that can be measured in order to indicate deviations.	4.72	0.51	10.9%	2

Table 2: Contd.,

4	The ministry hires number of employees adequate to work load and working hours.	4.55	0.63	13.9%	3
5	The ministry listens to the employees and provides them with all they need to do their work.	4.38	0.79	18.1	4

Table 3: Calculated Averages and Standard Deviations Indicating the Response of Members of the Research Sample Regarding the Texts Related to the Standard of Decision Making

Number	Text	Calculated Average	Standard Deviation	Coefficient of Variation	Ranking
1	Evaluating the decision making process at the ministry and following up its execution.	4.78	0.73	15.2%	6
2	Using technology (Software and Algorithm) in decision making process.	4.85	0.40	8.3%	1
3	The decisions made by the ministry have to be revised every now and then.	4.71	0.54	11.4%	3
4	All the decisions made by the ministry have to be correspondent to its goals and duties.	4.74	0.50	10.7%	2
5	All decisions made by the ministry have to submit to rules and regulations applied in its premises.	4.61	0.61	13.2%	5

Table 4: Slight Declination between Performance Effectiveness and the Decision Making at Kingdom of Bahrain

Independent Variable	Decision Making		
	Correlation Coefficient (R)	Determination Coefficient	Significance Level
Performance Effectiveness	**0.544	0.295	0.000